

# Leveraging Worldwide Resources to Deliver Logistics Support

**F**or this special contracting issue, GEN Benjamin S. Griffin, Commanding General, U.S. Army Materiel Command (AMC), responds to questions regarding the role of contracting within AMC's major subordinate commands (MSCs).

**AL&T:** The Program Manager Logistics Civil Augmentation Program (PM LOGCAP) is assigned to one of your MSCs, the U.S. Army Field Support Command, soon to become the U.S. Army Sustainment Command. How has LOGCAP contracting supported the Army's ongoing missions in support of combat operations for *Operations Enduring and Iraqi Freedom* (OEF/OIF) in Afghanistan and Iraq?

**Griffin:** LOGCAP's greatest value to the Army has been to allow commanders to focus their forces on fighting the

global war on terrorism [GWOT]. LOGCAP has evolved into the Army's premier contingency contracting vehicle by leveraging worldwide corporate resources to deliver an unprecedented level of logistics support to Soldiers in the field. LOGCAP's functional areas include subsistence, maintenance, construction, supply and distribution. There are currently 52,000-plus contractor employees accompanying and supporting our forces deployed overseas. During OEF and OIF alone, LOGCAP has been responsible for more than 300 million meals prepared,

over 18 million bags of mail delivered and more than 50 million miles logged transporting supplies and equipment. LOGCAP is an essential element in executing the Army's ongoing missions.

**AL&T:** What are your thoughts on how maintenance contracting is managed in the Army today?

**Griffin:** Maintenance contracting in the Army has traditionally had many owners and management has been fragmented. Contracts for maintenance of tactical equipment have proliferated



Members of 5th Battalion, 20th Infantry Regiment, 3rd Brigade, 2nd Infantry Division Stryker Brigade Combat Team, distribute ammunition in Tal Afar, Iraq, in support of anti-insurgency operations. In FY05, AMC obligated \$54 billion in contracts for weapon systems, ammunition, research and development, maintenance, spare parts and services. (U.S. Army photo by SGT Jeremiah Johnson.)



AMC has deployed more than 80 people to support OEF and OIF. Here, GEN Griffin, gets a firsthand look at the up-armorings initiatives being implemented at Camp Anaconda, Iraq. (Photo courtesy of AMC Public Affairs Office (PAO).)

throughout the Army. This has increased the cost of contract administration and prevented the Army from leveraging its buying power to obtain the best possible prices for contractual services. In addition, the high number of contracts placed an added burden on commanders who have to manage contractors on the battlefield and at their installations. My vision is for AMC to be responsible for all Army maintenance, other than unit-level maintenance performed by our Soldiers at the organizational level. Efforts are currently underway to establish a Tactical Equipment Maintenance System, administered by AMC through a Commodity Council, that will develop and implement an enterprisewide sourcing strategy for contract maintenance of the Army's tactical equipment. A Tactical Equipment Maintenance System's objectives include reducing contract redundancy, leveraging economies of scale and initiating process improvements through strategic sourcing. In today's operational environment, strategic management of maintenance contracting is critical.

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provide "boots-on-the-ground" support worldwide. We have provided more than 80 personnel for 179-day deployments since FY02, with 67 percent being civilian volunteers. With the OPTEMPO [operations tempo] increasing, AMC recognized a need to establish a CONUS-based cadre of deployable contracting personnel. AMC will provide centralized management for this cadre of deployable civilians; standard incentives; term limits for deployable personnel; and a centralized training plan for deployable civilians, supervisors and military personnel. With activation planned for this summer, this cadre is another example of how AMC is transforming to support Soldiers throughout the world.

**AL&T:** For readers unfamiliar with your command's mission, please describe the big picture of Army contracting within AMC.

**Griffin:** The majority of AMC's contracting support is provided by the Acquisition Centers located at our seven

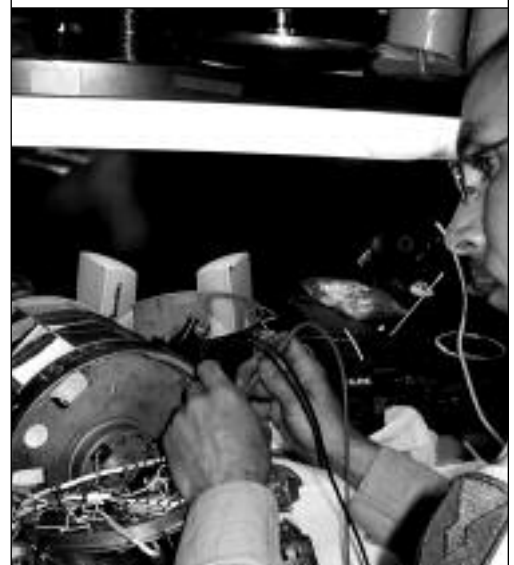
**AL&T:** How has AMC supported the Army's contingency contracting mission?

**Griffin:** AMC has been very active in deploying experienced contracting personnel to

MSCs. AMC contracts for weapon systems, ammunition, research and development, maintenance, spare parts and services. Of the Army's \$88 billion obligated in FY05, AMC obligated \$54 billion [62 percent] of the total. AMC is also the largest major command competition dollar contributor to the Army, with \$26 billion [43 percent] of the Army's \$60 billion total in FY05. Acquisition support is one of the three legs of AMC's mission to "Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the U.S. and our allies." The excellent contracting support provided by our 2000-plus contracting professionals is appreciated not only within AMC, but also by our customers throughout the Army and DOD.

**AL&T:** What would you like to see in the future for Army contracting?

**Griffin:** I support ASAALT [Assistant Secretary of the Army for Acquisition, Logistics and Technology] Claude M. Bolton Jr. with his total Army strategic perspective to ensure that warfighters are provided world-class contracting support. We need to remain committed to



Ssg Kevin LaChance, 1107th Aviation Classification Repair Activity Depot, tests electronic aviation components at Balad Air Base, Iraq. (AMC photo by LTC Virginia Ezell.)

continuously improving support to our Soldiers. Army contracting needs to evolve into a more flexible and innovative business institution. With the number of contracting actions and dollars increasing across the Army and DOD in a period of projected declining experience in the workforce, it is critical that the Army reorganize to leverage its expertise and synergies in a manner that is transparent to its customers. AMC is currently working with ASAALT and other Army contracting organizations to achieve that objective.

**AL&T:** How has the stand-up of the AMC Life Cycle Management Commands (LCMCs) improved acquisition support to our combatant commanders and their Soldiers?

**Griffin:** The LCMCs are a joint initiative between AMC and ASAALT to integrate leadership responsibilities and authority to enable a closer relationship between the AMC MSCs and the program executive offices [PEOs]. LCMC plans research and development, logistics and maintenance, and PEO/PM support together to provide superior cradle-to-grave support for systems in the field. The PEOs are

Roger Gunter, a mechanic/welder from Anniston Army Depot, AL, fabricates a table to be used to disassemble M1 tank transmissions in Kuwait. (AMC photo by Bob Whistine.)



now an integral part of the MSCs, while continuing to adhere to guidance in the *Goldwater Nichols DOD Reorganization Act of 1986*. Likewise, AMC logisticians have enhanced input into acquisition processes to influence future sustainment and readiness. LCMCs have been established at the Aviation and Missile Command (AMCOM), the Communication-Electronics Command (CECOM), the Tank-automotive and Armaments Command (TACOM), and we are currently standing up the Chemical Material LCMC and the Joint

Munitions and Lethality LCMC. This initiative is providing an integrated, holistic approach to product development and system support. LCMCs are Soldier-focused and integral to the Army in fielding more reliable systems at reduced cost. They have directly improved combat support to our units in the field as they work hand in hand with our Army Field Support Command to provide one face to the field.

AMC is the Army's premier provider of materiel readiness — technology, acquisition support, materiel development, logistics power projection and sustainment — for the total force and across the entire spectrum of Joint military operations. AMC's workforce actively develops, procures and maintains materiel for the Army, working closely with the LCMCs, PEOs, the Army Acquisition Executive, our industry and academia partners, our sister services and other government agencies. We are proud of the numerous acquisition, contracting and logistics services our uniformed and civilian workforce provides in prosecuting the GWOT and putting boots-on-the-ground support worldwide.

AMC will continue to leverage the Army's capability and capacity for superior technological, acquisition and logistics integration, ensuring our combatant commanders and their Soldiers are more responsive, deployable, agile, versatile, lethal, survivable and sustainable, regardless of where the mission takes them. From beans to bullets, helmets to helicopters, spare parts to spare ribs, AMC operations touch every Soldier in the Army every day. The AMC Team answers the "call to duty" and we are proud of our reputation — if a Soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it!



GEN Griffin discusses AMC's engine repair and maintenance support capabilities with Deputy Under Secretary of Defense for Logistics and Materiel Readiness P. Jackson Bell during a recent visit to Iraq. LOGCAP has helped AMC leverage worldwide corporate resources to deliver unprecedented maintenance support to Army field units during OEF/OIF. (Photo courtesy of AMC PAO.)